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ABSTRACT

This volume offers a comprehensive look at independent college and university leadership, particularly trusteeship, in 20 papers by various authors. Part 1 contains papers on the context in which trustees must function: a blend of financial, demographic, social, legal, and planning issues. Part 2 covers key responsibilities of governing boards. Part 3 offers advice on how to improve and develop board functioning. The papers are: (1) "Exercising Stewardship in Times of Transition" (Richard T. Ingram); (2) "The Demography of Independent Higher Education" (Jon W. Fuller); (3) "The Economics of Independent Higher Education" (Katharine H. Hanson); (4) "Coping with a Litigious Environment" (David M. Lascell, Sanford H. Levine); (5) "Planning for Strategic Decision Making" (Joel W. Meyerson, Sandra L. Johnson); (6) "Responsibilities of the Governing Board" (John W. Nason); (7) "Selecting the Chief Executive" (Judith Block McLaughlin); (8) "Supporting the President and Assessing the Presidency" (Shirley S. Chater); (9) "Ensuring Sound Financial and Plant Management" (John W. Pocock); (10) "Setting Investment Policy and Monitoring Performance" (Louis R. Morrell); (11) "Clarifying the Fund-Raising Role" (John W. Pocock); (12) "Communicating with Campus and External Constituencies" (Samuel Reid Spencer, Jr.); (13) "Responding to Political, Social, and Ethical Issues" (Paul N. Ylvisaker); (14) "Setting Tenure and Personnel Policies" (Richard P. Chait); (15) "Defining, Assessing, and Nurturing Quality" (E. Grady Bogue); (16) "Selecting, Orienting, and Developing Trustees" (Robert L. Gale); (17) "Organizing and Staffing The Board" (Richard T. Ingram); (18) "Making Board and Committee Meetings Work" (Richard T. Ingram); (19) "Understanding Chief Executive and Board Chair Responsibilities" (Richard T. Ingram); and (20) "Assessing Board Performance" (Barbara E. Taylor). Appended material includes a statement of board member responsibilities; a

survey of independent governing board characteristics, policies, and practices; self-study criteria for independent colleges and universities; bylaws for independent colleges and universities; guidelines on conflict of interest and disclosure issues; and recommended readings keyed to chapters. Includes an index. Contains over 200 references.

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